



Natural Resources Conservation Service  
One Credit Union Place, Suite 340  
Harrisburg, PA 17110-2993  
Phone No. 717-237-2100

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**March 13, 2008**

**PENNSYLVANIA BULLETIN NO. PA360-8-4**

**SUBJECT: PER – Performance Management – Mid Year Performance Reviews**

**Purpose: To provide policy and guidance on individual progress reviews (midyear)**

**Expiration Date: September 30, 2008**

**SUPERVISORS: ACTION REQUIRED BY : APRIL 4, 2008**

Periodic performance reviews are critical. Performance reviews help supervisors feel more honest in their relationships with their subordinates and feel better about themselves in their supervisory roles. Subordinates are assured clear understanding of what's expected from them, their own personal strengths, areas for development, and a solid sense of their relationship with their supervisor. Avoiding performance issues ultimately decreases morale, decreases credibility of management, decreases the organization's overall effectiveness and wastes more of management's time. One progress review during the rating period, regardless of how the employee is performing, is required; however, supervisors are encouraged to discuss employee's performance more frequently.

All FY 2008 individual performance plans were created in EmpwHR (formerly ICAMS) and all employees have signed their plans for the FY08 performance rating. Now is the time that a progress review must be conducted. Mid year performance ratings are to be done in EmpwHR approximately midway through the rating cycle to discuss the employee's current level of performance. PowerPoint instructions are attached to assist supervisors and employees with this step.

Especially in these times of tight resources, supervisors and managers must get the best work possible from employees. Most employees are self-disciplined and motivated to work on their own and for the Service's best interest; however, conduct and performance problems do occur on occasion, so it's also important that supervisors know how to deal with these situation.

It is not an easy or pleasant task and many supervisors try to avoid counseling if at all possible. But there are several things that need to be recognized and considered when deciding on how to deal with employee problems. Failing to use corrective actions may lead to more serious problems for the supervisor, and may harm the morale of those employees who are working according to the rules and who are meeting their performance standards.

The time and effort you spend to correct the problems early is a good investment. Communicating with employees is one of the most important things you do in your job as a supervisor. Your written and verbal communication must be clear, accurate and timely. Document, Document, Document – this helps the employee see the mistake and it protects you and the Agency from complaints, grievances and appeals. It is also a good idea to document exceptionally good work and accomplishments.

If at any time, a critical element is found to be at the unacceptable level, you, as the employee's supervisor, are required to take action to correct the performance problem. Most performance problems are corrected informally during regular performance discussions with the employee. In these discussions, you should discuss:

- The requirements of the performance plan;
- Any specific deficiencies in the employee's performance, and
- What the employee will have to do to perform at an acceptable level.

As soon as the employee falls below the fully successful level on a critical element, contact should be made with your Reviewer (appropriate Leadership Team Member) who will then contact Lisa Bonafede and/or Anne Anderson for guidance.

By April 4, 2008, all supervisors are to email Anne Anderson indicating that the mid year reviews have been completed for all employees under their supervision.

Instructions are also posted on our website:

<http://www.pa.nrcs.usda.gov/about/FY%202008%20Performance%20Management>

If you have additional questions please contact Anne Anderson, State Administrative Officer at 717-237-2143 or Lisa Bonafede, Human Resources Manager at 717-237-2229.

*/s/ William J. Bowers, Acting*

CRAIG R. DERICKSON  
State Conservationist

Distribution: AE

Attachment